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1987
Community Mental Health Salary Survey

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Introduction

Method

The National Council of Community Mental Health Centers conducted a survey of its member agenies between September and December 1986 to obtain the data base for the salary analysis. Of the 563 agencies surveyed, 357 responded, yielding a response rate of 63%.

The 1987 Salary Survey incorporates several improvements over previous surveys. First, all National Council agencies were surveyed, increasing the reliability of the figures reported. Second, additional important salary and personnel related information has been presented. Additional tables on staffing configurations, vacancy and turnover rates, services, and fringe benefits are included. Finally, a new method for computing salary figures has been used. In previous survey reports, ranges for starting salaries, top salaries, and average salaries were reported by profession and position. By reporting ranges, the differences between the highest and lowest salary in a category were often so great that agencies would have difficulty comparing the ranges to their own personnel needs. This year, medians are reported for starting, average, and top salaries for each of the professions and positions. Medians are the mid-point salary, where half of the salaries reported for that category fall above and half below the reported figure. Medians also have the advantage of being less influenced by unusually high or unusually low salaries. As a single figure, medians should be easier for agency managers to use when comparing their own salary scales.

Definitions

Service Area: Respondents were asked to indicate the predominant type of area that their agency serves: urban, suburban, or rural. A "mixed" service area was recorded if an agency reported a service area that combines a substantial amount (at least 25%) of at least two types of service areas (i.e., urban, suburban, rural).

Salary Levels: Low is the median of the starting or lowest annual salaries reported by responding agencies for each discipline/degree or job responsibility. **Average** is the median of the average salaries reported for each discipline/degree or job responsibility. **High** is the median of the top or highest annual salaries reported by responding agencies for each discipline/degree or job responsibility.

Compensation: Regular annual salary. Does not include fringe benefits.

Mental Health Technician: Includes paraprofessionals and other technicians below bachelor's degree level.

Other Clinical Personnel: Includes all clinical personnel not reported in other clinical classifications with a bachelor's degree or higher.

FTE: Full-time equivalent employee.

Tuition Reimbursement: Covers all or part of the fees for a course at an accredited college or university.

Continuing Professional Education: Covers all or part of the fees for workshops or seminars.

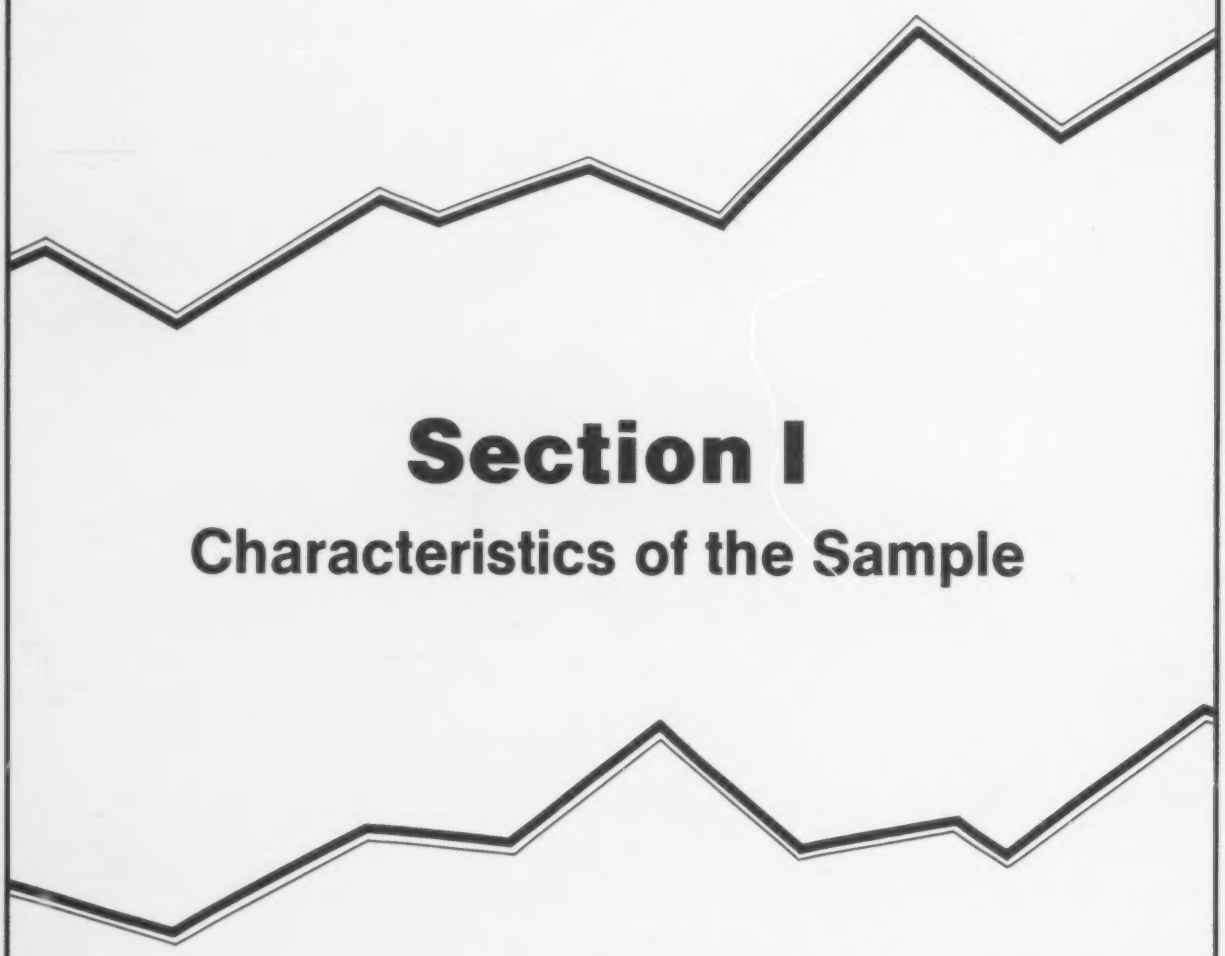
Exempt Employee: An employee whose job consists primarily of administrative, executive or professional duties and who is not subject to the overtime requirements of the Fair Labor Standards Act.

Non-Exempt Employee: An employee whose job consists primarily of clerical or other support duties and who is subject to the overtime requirements of the Fair Labor Standards Act.

Turnover Rate: Computed by dividing each agency's total FTE staff into the number of staff hired during the previous year. The average turnover rate is reported.

Vacancy Rate: Computed by dividing each agency's total FTE staff into the number of vacant positions reported at the time the survey was completed. The average vacancy rate is reported.

NCCMHC is grateful to those members who provided the information that made this report possible.



Section I

Characteristics of the Sample

Figure 1. Map of the Geographic Regions

Region I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Region II: New Jersey, New York, Puerto Rico, the Virgin Islands

Region III: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Region V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Region VI: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Region VII: Iowa, Kansas, Missouri, Nebraska

Region VIII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Region IX: Arizona, California, Guam, Hawaii, Nevada

Region X: Alaska, Idaho, Oregon, Washington

Table 1. Response by Region, Service Area Type

Region	Type of Service Area*				Regional Response	
	Urban	Suburban	Rural	Mixed	Number	Present
I	18%	18%	36%	28%	28	66.7%
II	48%	17%	9%	26%	23	63.9%
III	26%	20%	25%	29%	37	55.2%
IV	29%	4%	39%	28%	51	71.8%
V	26%	14%	38%	22%	94	62.3%
VI	25%	8%	43%	25%	41	67.2%
VII	30%	4%	48%	18%	27	90.0%
VIII	5%	10%	76%	10%	21	58.3%
IX	27%	13%	33%	27%	16	57.1%
X	26%	16%	42%	16%	19	46.3%
Total	26%	12%	38%	24%	357	63.4%

Note: Percentages may not add up to 100 due to rounding.
*Six respondents did not specify service area type.

Table 2. Average Agency Budget by Region

Region	Average Agency Budget
I	$2,897,190
II	$4,786,130
III	$2,538,941
IV	$3,626,680
V	$2,971,230
VI	$3,647,359
VII	$1,811,962
VIII	$2,761,050
IX	$1,471,535
X	$1,881,937
National Average	$2,998,800

Table 3. Average Agency Budget by Service Area Type

Service Area Type	Average Agency Budget
Urban	$4,464,216
Suburban	$2,582,650
Rural	$1,820,512
Mixed	$3,463,728
National Average	$2,998,800

Table 4. Agencies by Size of Staff by Region

Region	Percentage of Agencies Categorized by Full Time Equivalent (FTE) Staff						
	Less than 40 FTEs	41-80 FTEs	81-120 FTEs	121-160 FTEs	161-200 FTEs	More than 200 FTEs	Median #FTEs
I	38%	38%	13%	13%	0	0	75.3
II	41%	27%	5%	9%	9%	9%	77.0
III	46%	32%	14%	3%	3%	3%	58.5
IV	38%	42%	13%	2%	6%	0	78.5
V	48%	38%	6%	4%	1%	2%	59.0
VI	63%	15%	8%	3%	5%	8%	53.2
VII	78%	15%	4%	4%	0	0	29.0
VIII	71%	19%	5%	0	0	5%	34.5
IX	69%	19%	0	6%	0	6%	24.2
X	84%	5%	5%	5%	0	0	22.0
National Average	54%	29%	8%	4%	3%	2%	57.3

Table 5. Agencies by Size of Staff by Service Area Type

Service Area Type	Percentage of Agencies Categorized by Full Time Equivalent (FTE) Staff						
	Less than 40 FTEs	41-80 FTEs	81-120 FTEs	121-160 FTEs	161-200 FTEs	More than 200 FTEs	Median #FTEs
Urban	46%	21%	15%	6%	6%	7%	76.5
Suburban	49%	34%	10%	2%	2%	2%	57.8
Rural	70%	26%	2%	3%	0	0	41.0
Mixed	39%	41%	10%	6%	2%	1%	78.0
National Average	54%	29%	8%	4%	3%	2%	57.3

Table 6. Agency Corporate Status by Region

Region	Public	Private Nonprofit	Private For-Profit
I	0	100%	0
II	17%	83%	0
III	46%	54%	0
IV	41%	57%	2%
V	18%	82%	0
VI	38%	62%	0
VII	30%	70%	0
VIII	14%	86%	0
IX	13%	81%	6%
X	26%	74%	0
National Average	26%	73%	1%

Table 7. Agency Corporate Status by Service Area Type

Service Area Type	Public	Private Nonprofit	Private For-Profit
Urban	25%	75%	0
Suburban	19%	81%	0
Rural	30%	69%	1%
Mixed	22%	76%	2%
National Average	26%	73%	1%

Table 8. Percentage of Agencies Providing Services by Region

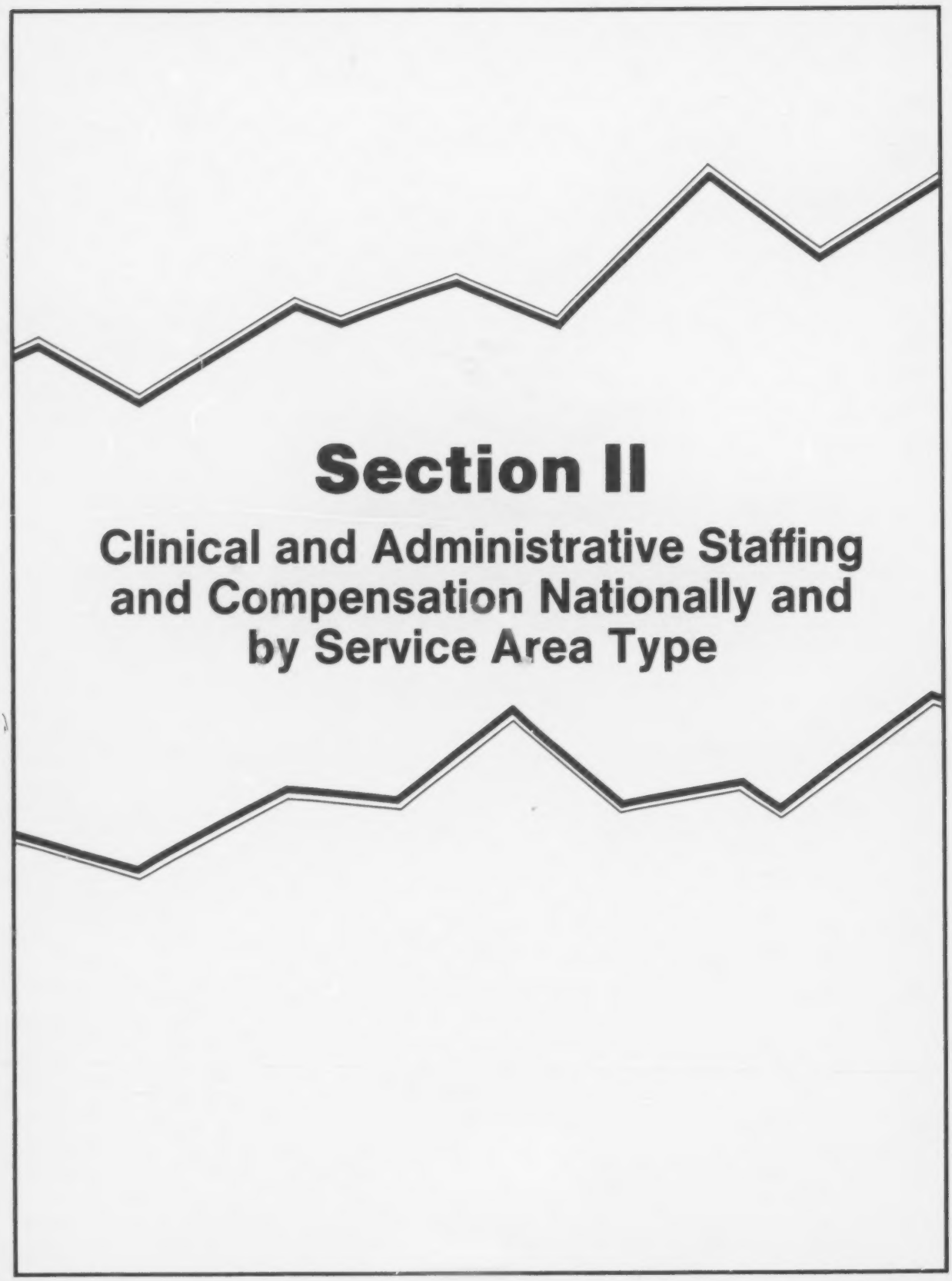
Region	Inpatient	Beds*	Outpatient	Partial	Emergency	C&E	R&E	Residential
I	21%	11	100%	89%	93%	93%	18%	79%
II	22%	32	91%	83%	74%	96%	26%	50%
III	20%	20	94%	87%	78%	81%	27%	68%
IV	53%	20	98%	98%	100%	100%	47%	78%
V	40%	18	98%	84%	85%	87%	36%	65%
VI	50%	24	100%	90%	90%	90%	20%	60%
VII	22%	24	96%	74%	85%	100%	33%	37%
VIII	43%	12	100%	95%	100%	100%	48%	76%
IX	19%	**	88%	69%	56%	69%	19%	44%
X	5%	**	90%	74%	95%	90%	26%	53%
National Average	34%	20	97%	86%	87%	91%	32%	64%

*Beds represent actual median number of beds of those agencies reporting inpatient services.
**Insufficient data

Table 9. Percentage of Agencies Providing Services by Service Area Type

Service Area Type	Inpatient	Beds*	Outpatient	Partial	Emergency	C&E	R&E	Residential
Urban	35%	25	94%	84%	78%	84%	37%	67%
Suburban	24%	22	98%	95%	79%	88%	29%	71%
Rural	29%	15	99%	85%	94%	97%	27%	54%
Mixed	47%	20	96%	84%	90%	89%	35%	72%
National Average	34%	20	97%	86%	87%	91%	32%	64%

*Beds represent actual median number of beds of those agencies reporting inpatient services.



Section II

Clinical and Administrative Staffing and Compensation Nationally and by Service Area Type

Table 10. Clinical Staff Compensation by Discipline — National

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.8	$59,778	$69,813	$79,794
Psychiatrist (contract)	—	$53.00/hr.	$55.50/hr.	$57.66/hr.
Psychologist, MA	4.1	22,145	25,750	31,328
PhD	2.9	28,883	30,781	40,126
Social Worker, BA	5.4	16,634	18,875	22,877
MSW	9.1	22,530	25,615	32,387
DSW	0.7	25,481	30,000	37,074
Nurse, LPN	1.1	14,583	16,000	18,333
RN	3.5	19,563	22,964	28,000
BA	1.0	19,600	22,833	27,375
MA	0.5	21,833	26,000	30,500
Mental Health Technician	10.3	12,773	15,450	18,500
Occupational Therapist	1.0	19,000	23,000	27,000
Other Clinical	10.4	17,577	23,333	27,944
Without Administrative Duties				
Psychiatrist (salaried)		$58,083	$66,185	$74,286
Psychiatrist (contract)		$47.32/hr.	$51.71/hr.	$56.10/hr.
Psychologist, MA		20,181	22,438	27,623
PhD		27,352	28,950	36,603
Social Worker, BA		14,421	16,766	20,092
MSW		18,911	21,625	26,685
DSW		21,269	25,500	31,077
Nurse, LPN		13,694	15,888	18,200
RN		17,417	20,191	23,974
BA		17,900	20,750	24,591
MA		19,773	23,750	27,750
Mental Health Technician		11,287	13,600	16,167
Occupational Therapist		16,885	20,250	24,333
Other Clinical		14,563	18,971	23,571

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 11. Administrative Staff Compensation — National

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.4%	$39,714	$44,750	$51,747
Asst. Executive Director/ Clinical Director	9.9%	30,915	36,000	41,846
Medical Director	70.3%	69,500	77,778	79,844
Dept. Head: Consultation/ Education/Prevention	5.4%	24,110	26,036	32,887
Development	0.4%	21,500	28,417	34,000
Employee Assistance Program	9.0%	22,200	27,500	32,100
Finance	0.0%	26,080	29,838	34,940
Information Services (MIS)	0.2%	21,592	24,893	29,333
Personnel	0.0%	19,750	22,917	27,924
Public Information	0.3%	19,167	23,000	26,500
Quality Assurance	1.8%	23,200	26,333	29,750
Research/Evaluation	0.3%	23,833	28,750	34,000

Table 12. Clinical Staff Compensation by Discipline — Urban

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.5	$61,000	$67,000	$75,000
Psychiatrist (contract)	—	$54.75/hr.	$56.92/hr.	$58.74/hr.
Psychologist, MA	4.5	22,000	26,000	30,333
PhD	2.7	29,667	32,375	39,938
Social Worker, BA	8.2	15,625	19,333	23,250
MSW	13.9	22,889	26,500	31,714
DSW	0.0	21,000	26,000	31,000
Nurse, LPN	1.9	16,750	18,000	21,000
RN	5.0	21,000	24,167	28,875
BA	1.4	22,500	25,500	29,500
MA	0.5	24,000	26,750	30,167
Mental Health Technician	13.6	13,333	16,125	19,250
Occupational Therapist	0.9	20,000	24,637	28,250
Other Clinical	10.8	18,000	23,250	27,833
Without Administrative Duties				
Psychiatrist (salaried)		$58,500	$62,375	$71,750
Psychiatrist (contract)		$42.20/hr.	$44.03/hr.	$50.76/hr.
Psychologist, MA		18,700	22,500	25,750
PhD		25,357	28,417	34,300
Social Worker, BA		14,833	16,750	19,500
MSW		18,188	22,125	25,625
DSW		21,000	26,000	31,000
Nurse, LPN		14,500	16,648	18,500
RN		18,083	21,000	24,375
BA		19,000	22,071	24,833
MA		18,375	23,000	27,250
Mental Health Technician		12,285	14,833	17,500
Occupational Therapist		17,750	21,500	24,900
Other Clinical		15,167	19,250	24,667

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 13. Administrative Staff Compensation — Urban

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.4%	$43,333	$49,900	$52,800
Asst. Executive Director/ Clinical Director	9.8%	32,250	37,668	43,750
Medical Director	74.8%	73,833	74,167	79,667
Dept. Head: Consultation/ Education/Prevention	0.7%	25,500	29,250	32,500
Development	2.9%	24,000	28,750	35,500
Employee Assistance Program	9.0%	23,750	28,500	33,750
Finance	0.0%	27,000	31,438	35,214
Information Services (MIS)	0.3%	24,688	27,625	31,000
Personnel	0.0%	2[illegible]833	25,917	28,833
Public Information	0.0%	20,500	23,250	26,167
Quality Assurance	2.3%	23,167	25,250	28,500
Research/Evaluation	0.0%	24,500	28,250	31,500

Table 14. Clinical Staff Compensation by Discipline — Suburban

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.6	$54,000	$68,000	$79,500
Psychiatrist (contract)	—	$51.50/hr.	$52.50/hr.	$53.25/hr.
Psychologist, MA	4.3	21,000	25,167	30,000
PhD	5.1	25,250	31,500	36,250
Social Worker, BA	6.2	17,500	19,750	23,000
MSW	10.6	20,625	25,200	31,000
DSW	0.1	23,000	29,500	36,000
Nurse, LPN	1.3	15,000	15,000	15,000
RN	5.4	20,250	23,500	27,000
BA	0.8	18,000	22,000	26,000
MA	0.4	24,750	26,500	31,250
Mental Health Technician	7.9	12,000	17,500	23,000
Occupational Therapist	1.2	18,000	22,500	27,000
Other Clinical	7.5	18,250	23,000	28,000
Without Administrative Duties				
Psychiatrist (salaried)		$48,000	$62,000	$72,000
Psychiatrist (contract)		$48.12/hr.	$49.59/hr.	$51.06/hr.
Psychologist, MA		18,000	22,500	26,875
PhD		21,400	28,500	34,667
Social Worker, BA		13,750	16,813	19,917
MSW		17,250	21,200	25,375
DSW		19,500	23,750	28,500
Nurse, LPN		14,167	16,250	19,500
RN		17,000	21,000	24,333
BA		18,600	21,167	25,750
MA		19,500	22,750	26,500
Mental Health Technician		11,000	13,500	16,500
Occupational Therapist		15,750	18,500	21,000
Other Clinical		15,167	19,750	24,500

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 15. Administrative Staff Compensation – Suburban

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.3%	$39,875	$46,500	$50,400
Asst. Executive Director/ Clinical Director	8.5%	29,667	35,875	40,000
Medical Director	70.0%	61,000	65,500	68,000
Dept. Head: Consultation/ Education/Prevention	2.5%	22,750	26,500	31,625
Development	0.0%	21,250	26,500	32,000
Employee Assistance Program	10.0%	25,500	31,750	38,000
Finance	0.0%	25,500	30,125	35,167
Information Services (MIS)	0.0%	18,500	22,250	26,500
Personnel	2.0%	18,500	22,750	27,333
Public Information	0.0%	21,500	25,750	33,000
Quality Assurance	0.0%	26,000	28,000	28,000
Research/Evaluation	0.0%	23,500	29,875	35,750

Table 16. Clinical Staff Compensation by Discipline — Rural

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.0	$59,833	$63,500	$79,833
Psychiatrist (contract)	—	$50.75/hr.	$51.00/hr.	$51.13/hr.
Psychologist, MA	3.8	21,750	26,063	31,000
PhD	1.2	27,500	31,000	38,417
Social Worker, BA	2.9	15,750	18,750	22,250
MSW	5.0	21,375	25,250	30,750
DSW	0.1	28,500	35,000	40,500
Nurse, LPN	0.6	12,375	14,000	16,000
RN	2.2	18,800	22,125	27,125
BA	0.5	18,375	21,000	25,000
MA	0.6	22,000	24,250	30,500
Mental Health Technician	7.4	12,750	15,500	17,750
Occupational Therapist	0.9	23,000	25,000	26,000
Other Clinical	7.9	17,200	22,500	26,000
Without Administrative Duties				
Psychiatrist (salaried)		$58,500	$64,500	$75,300
Psychiatrist (contract)		$47.44/hr.	$54.83/hr.	$62.21/hr.
Psychologist, MA		18,536	22,300	26,625
PhD		25,417	30,625	35,400
Social Worker, BA		13,846	16,600	19,550
MSW		17,875	21,313	25,455
DSW		23,000	26,000	29,000
Nurse, LPN		13,000	14,875	17,250
RN		17,000	19,750	22,500
BA		17,875	20,000	23,000
MA		20,667	23,833	28,125
Mental Health Technician		10,867	13,056	15,267
Occupational Therapist		15,625	15,688	21,250
Other Clinical		14,571	17,333	22,100

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 17. Administrative Staff Compensation — Rural

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	1.2%	$35,308	$40,188	$45,364
Asst. Executive Director/ Clinical Director	13.0%	26,667	32,167	39,333
Medical Director	75.1%	70,000	72,563	80,300
Dept. Head: Consultation/ Education/Prevention	16.0%	20,500	24,833	29,000
Development	0.4%	20,250	28,500	32,500
Employee Assistance Program	9.3%	21,250	25,167	30,500
Finance	0.1%	22,500	27,200	30,438
Information Services (MIS)	0.1%	18,500	20,875	24,000
Personnel	0.0%	17,929	21,250	24,250
Public Information	0.7%	16,500	20,750	25,000
Quality Assurance	7.5%	20,750	24,625	29,375
Research/Evaluation	8.0%	20,000	26,167	32,333

Table 18. Clinical Staff Compensation by Discipline — Mixed

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.4	$60,000	$69,000	$80,286
Psychiatrist (contract)	—	$67.50/hr.	$67.50/hr.	$67.50/hr.
Psychologist, MA	4.4	20,786	25,417	30,750
PhD	3.7	26,667	30,417	37,700
Social Worker, BA	6.3	15,333	17,500	21,750
MSW	10.1	20,750	25,458	31,500
DSW	0.1	22,333	30,000	36,750
Nurse, LPN	1.0	14,500	15,125	15,500
RN	3.1	18,667	22,000	28,000
BA	1.4	18,750	24,000	29,000
MA	0.7	21,125	25,500	30,000
Mental Health Technician	12.9	12,000	14,417	17,500
Occupational Therapist	0.9	18,500	21,833	25,833
Other Clinical	14.8	17,250	24,000	29,375
Without Administrative Duties				
Psychiatrist (salaried)		$60,250	$63,500	$74,375
Psychiatrist (contract)		$49.62/hr.	$53.00/hr.	$55.74/hr.
Psychologist, MA		18,278	22,500	27,000
PhD		23,500	28,000	34,625
Social Worker, BA		13,900	17,083	20,300
MSW		17,667	23,000	27,071
DSW		21,000	26,000	31,000
Nurse, LPN		12,875	14,125	17,000
RN		17,286	20,500	25,000
BA		16,833	20,500	24,500
MA		19,000	23,000	28,000
Mental Health Technician		11,079	14,375	16,167
Occupational Therapist		16,833	21,000	25,500
Other Clinical		14,308	19,167	24,000

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 19. Administrative Staff Compensation — Mixed

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.3%	$41,750	$49,786	$53,250
Asst. Executive Director/ Clinical Director	5.0%	30,750	36,500	43,000
Medical Director	55.3%	66,167	71,250	80,333
Dept. Head: Consultation/ Education/Prevention	5.0%	21,000	26,500	30,375
Development	1.2%	22,500	28,250	34,500
Employee Assistance Program	1.9%	21,500	27,000	31,750
Finance	0.4%	28,000	31,625	36,000
Information Services (MIS)	0.8%	20,500	25,250	30,000
Personnel	0.1%	17,750	21,125	25,250
Public Information	0.7%	18,167	21,750	26,000
Quality Assurance	7.5%	25,000	28,250	32,500
Research/Evaluation	6.2%	24,125	28,900	34,125

Table 20. Salary Budget Allocated to Staffing Categories by Service Area Type

Service Area Type	Average Percentage of Agencies' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Support	Administrative
Urban	69%	14%	17%
Suburban	71%	13%	16%
Rural	70%	15%	15%
Mixed	71%	14%	15%
National Average	71%	14%	15%

Table 21. Overview of Administrative Staffing by Service Area Type

Position	Percentage of Agencies Reporting Existing Full-time Administrative Positions				
	Urban	Suburban	Rural	Mixed	National Average
Executive Director	100%	100%	100%	100%	100%
Asst. Executive Director or Clinical Director	57%	60%	47%	57%	53%
Medical Director	81%	67%	65%	77%	72%
Dept. Head Consultation/ Education/Prevention	37%	45%	30%	40%	36%
Development	13%	12%	8%	22%	12%
Employee Assistance Program	16%	10%	11%	8%	11%
Finance	68%	67%	51%	66%	67%
Information Services (MIS)	34%	29%	22%	31%	28%
Personnel	53%	24%	27%	45%	36%
Public Information	22%	14%	9%	19%	15%
Quality Assurance	24%	12%	17%	17%	18%
Research/Evaluation	13%	17%	10%	20%	14%

Table 22. Average Agency Staffing Configuration by Service Area Type

Service Area Type	Median Number of Staff Classified as:											
	Clinical			Support			Administrative			All Staff		
	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant
Urban	44.0	6.8	2.1	7.4	0.8	0.2	19.8	3.1	0.3	76.5	12.0	2.8
Suburban	38.5	5.8	1.7	5.0	0.4	0.1	12.0	2.4	0.3	57.8	9.3	1.5
Rural	25.0	3.6	1.0	3.6	0.3	0.1	9.8	1.6	0.1	41.0	5.4	1.0
Mixed	46.5	9.0	2.9	6.0	0.3	0.1	16.5	2.9	0.3	78.0	13.3	3.1
National Average	36.1	5.5	1.6	5.0	0.4	0.1	14.2	2.3	0.2	57.3	9.4	1.8

*New hires during past year.

Table 23. Position Vacancy and Turnover Rates by Service Area Type

Service Area Type	Vacant Positions*	Annual Turnover Rate*
Urban	6.6%	20.8%
Suburban	5.2%	20.5%
Rural	6.5%	19.3%
Mixed	8.1%	20.2%
National Average	6.7%	19.9%

*See definition in Introduction, page 3.

Section III

Clinical and Administrative Staffing and Compensation by Region

Table 24. Clinical Staff Compensation by Discipline — Region I

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$52,833	$65,767	$75,667
Psychiatrist (contract)	—	**	**	**
Psychologist, MA	3.5	20,933	23,375	30,467
PhD	3.2	26,235	29,875	36,588
Social Worker, BA	6.1	14,875	18,000	21,000
MSW	12.2	20,429	24,500	30,762
DSW	0.0	**	**	**
Nurse, LPN	0.7	**	16,000	**
RN	4.3	19,000	21,667	26,000
BA	1.5	18,333	22,000	26,500
MA	0.8	21,000	22,500	26,000
Mental Health Technician	13.4	14,000	16,625	19,250
Occupational Therapist	0.5	18,000	21,500	24,000
Other Clinical	15.0	18,083	22,375	26,667
Without Administrative Duties				
Psychiatrist (salaried)		$52,714	$62,571	$72,357
Psychiatrist (contract)		$39.00/hr.	$48.50/hr.	$52.86/hr.
Psychologist, MA		18,250	20,250	25,833
PhD		22,889	26,250	33,000
Social Worker, BA		12,667	15,917	19,917
MSW		16,769	20,150	24,885
DSW		16,000	21,000	25,000
Nurse, LPN		13,000	14,166	15,250
RN		16,500	19,950	23,833
BA		18,000	20,000	25,250
MA		19,000	22,625	27,000
Mental Health Technician		11,500	14,250	17,250
Occupational Therapist		17,250	20,278	24,500
Other Clinical		14,000	18,083	22,500

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 25. Administrative Staff Compensation — Region I

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.2%	$39,250	$44,875	$49,667
Asst. Executive Director/ Clinical Director	10.5%	30,500	35,083	37,500
Medical Director	74.0%	60,500	68,000	72,000
Dept. Head: Consultation/ Education/Prevention	3.8%	21,500	24,750	28,833
Development	0.0%	21,000	24,000	30,500
Employee Assistance Program	4.0%	23,000	29,250	35,500
Finance	2.8%	27,500	30,250	35,167
Information Services (MIS)	0.0%	19,500	22,250	25,500
Personnel	0.0%	17,833	21,250	24,500
Public Information	0.0%	17,000	20,500	24,000
Quality Assurance	0.0%	**	**	**
Research/Evaluation	0.0%	26,000	35,000	43,000

** Insufficient data.

Table 26. Clinical Staff Compensation by Discipline — Region II

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.4	$62,222	$65,500	$78,500
Psychiatrist (contract)	—	**	**	**
Psychologist, MA	3.0	22,500	25,375	30,500
PhD	4.3	29,000	35,700	39,750
Social Worker, BA	7.4	16,500	18,500	24,500
MSW	14.6	24,917	30,125	35,250
DSW	0.1	28,500	37,500	46,500
Nurse, LPN	0.7	19,000	22,000	25,000
RN	4.3	18,000	25,000	31,750
BA	3.0	23,500	24,750	29,167
MA	0.7	24,250	30,000	34,000
Mental Health Technician	15.5	14,000	15,500	19,500
Occupational Therapist	2.2	**	**	**
Other Clinical	8.8	20,000	25,000	31,000
Without Administrative Duties				
Psychiatrist (salaried)		$57,000	$60,934	$63,250
Psychiatrist (contract)		$48.77/hr.	$51.31/hr.	$58.13/hr.
Psychologist, MA		20,500	22,500	25,833
PhD		28,000	31,688	35,500
Social Worker, BA		16,500	18,750	21,750
MSW		19,375	23,500	25,750
DSW		22,500	28,500	34,000
Nurse, LPN		14,250	19,000	21,000
RN		18,500	21,250	24,500
BA		20,000	22,250	25,167
MA		21,500	30,500	32,000
Mental Health Technician		11,833	13,750	15,500
Occupational Therapist		19,000	20,250	24,500
Other Clinical		15,667	20,000	23,000

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 27. Administrative Staff Compensation — Region II

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	1.8%	$45,500	$52,750	$60,167
Asst. Executive Director/ Clinical Director	19.7%	32,000	38,750	45,500
Medical Director	52.5%	66,500	77,893	79,500
Dept. Head: Consultation/ Education/Prevention	7.5%	30,500	34,250	35,000
Development	0.0%	28,000	34,250	40,500
Employee Assistance Program	25.0%	32,000	38,500	45,500
Finance	0.0%	30,500	33,000	35,500
Information Services (MIS)	0.0%	23,000	28,750	34,000
Personnel	0.0%	30,000	32,000	34,750
Public Information	0.0%	24,500	28,750	33,000
Quality Assurance	1.7%	30,000	35,000	40,000
Research/Evaluation	0.0%	32,000	35,500	37,500

Table 28. Clinical Staff Compensation by Discipline — Region III

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.8	$46,000	$56,500	$68,500
Psychiatrist (contract)	—	**	$50.00/hr.	**
Psychologist, MA	3.5	21,500	26,500	32,500
PhD	1.3	28,500	32,750	38,500
Social Worker, BA	3.3	17,000	21,500	25,250
MSW	5.9	19,333	24,000	29,333
DSW	0.0	19,500	28,250	35,500
Nurse, LPN	1.0	17,000	20,000	23,000
RN	1.1	18,500	20,750	26,000
BA	0.5	21,000	28,000	35,000
MA	0.4	24,000	28,000	31,000
Mental Health Technician	9.1	12,750	15,125	19,750
Occupational Therapist	1.2	19,500	23,250	27,500
Other Clinical	15.1	17,000	22,500	26,000
Without Administrative Duties				
Psychiatrist (salaried)		$60,000	$64,200	$72,500
Psychiatrist (contract)		$38.75/hr.	$43.92/hr.	$51.83/hr.
Psychologist, MA		17,000	22,750	27,500
PhD		21,500	26,250	34,000
Social Worker, BA		14,700	18,417	21,500
MSW		16,667	21,250	26,000
DSW		18,250	24,000	30,250
Nurse, LPN		14,667	17,667	21,625
RN		16,250	20,083	24,000
BA		19,000	23,125	27,000
MA		20,000	23,500	29,000
Mental Health Technician		11,625	14,625	18,000
Occupational Therapist		14,500	19,250	25,000
Other Clinical		14,625	19,125	23,250

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data.

Table 29. Administrative Staff Compensation — Region III

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.4%	$32,500	$38,250	$44,750
Asst. Executive Director/ Clinical Director	10.0%	31,000	34,125	42,750
Medical Director	77.0%	65,500	74,464	77,857
Dept. Head: Consultation/ Education/Prevention	2.5%	21,833	26,250	30,500
Development	12.5%	20,500	26,250	30,500
Employee Assistance Program	16.7%	19,000	21,000	27,000
Finance	0.8%	24,500	30,000	35,167
Information Services (MIS)	5.6%	19,000	21,500	27,500
Personnel	0.9%	21,000	24,750	28,000
Public Information	2.1%	18,000	25,000	30,000
Quality Assurance	28.0%	19,000	28,000	35,000
Research/Evaluation	12.5%	23,000	28,750	35,500

Table 30. Clinical Staff Compensation by Discipline — Region IV

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$57,500	$68,563	$80,444
Psychiatrist (contract)	—	**	**	**
Psychologist, MA	5.1	19,375	24,625	29,667
PhD	2.7	26,500	32,000	38,000
Social Worker, BA	6.2	16,000	18,750	22,500
MSW	8.5	20,500	25,250	29,833
DSW	0.0	27,000	33,000	38,000
Nurse, LPN	1.4	13,000	16,250	20,500
RN	4.0	19,813	24,438	29,125
BA	0.8	18,167	24,250	30,833
MA	0.3	20,500	23,750	30,000
Mental Health Technician	13.9	12,000	13,750	17,500
Occupational Therapist	0.7	16,000	20,500	25,000
Other Clinical	17.4	17,750	23,875	28,333
Without Administrative Duties				
Psychiatrist (salaried)		$53,500	$62,750	$78,500
Psychiatrist (contract)		$45.50/hr.	$46.63/hr.	$49.33/hr.
Psychologist, MA		17,813	21,500	25,000
PhD		24,000	28,750	34,000
Social Worker, BA		12,929	15,050	17,375
MSW		16,636	20,750	24,667
DSW		20,000	24,250	28,500
Nurse, LPN		12,500	14,917	17,500
RN		17,000	20,000	22,750
BA		16,667	20,500	24,000
MA		19,500	23,750	28,000
Mental Health Technician		10,333	12,825	15,125
Occupational Therapist		17,125	19,500	22,000
Other Clinical		13,750	19,375	23,330

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 31. Administrative Staff Compensation — Region IV

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.4%	$39,900	$42,750	$50,000
Asst. Executive Director/ Clinical Director	1.4%	29,500	37,750	44,833
Medical Director	80.0%	61,000	74,517	80,250
Dept. Head: Consultation/ Education/Prevention	16.0%	20,938	26,369	29,625
Development	0.5%	20,500	27,750	35,500
Employee Assistance Program	10.0%	20,375	25,167	31,250
Finance	0.4%	25,500	29,250	32,500
Information Services (MIS)	0.9%	24,583	26,500	30,250
Personnel	0.0%	18,000	21,000	25,000
Public Information	0.5%	18,500	24,889	25,500
Quality Assurance	2.5%	18,500	22,000	26,500
Research/Evaluation	1.2%	23,900	29,250	34,500

Table 32. Clinical Staff Compensation by Discipline — Region V

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.7	$64,250	$71,375	$85,500
Psychiatrist (contract)	—	$53.00/hr.	$56.60/hr.	$55.50/hr.
Psychologist, MA	3.6	21,000	26,125	30,833
PhD	3.3	25,083	31,188	39,250
Social Worker, BA	4.9	15,000	18,750	22,500
MSW	9.9	21,750	26,083	31,360
DSW	0.2	21,250	26,125	32,000
Nurse, LPN	0.5	12,333	14,250	16,167
RN	3.7	18,667	22,750	28,000
BA	0.9	18,375	21,875	25,750
MA	0.9	20,833	24,250	29,500
Mental Health Technician	7.6	12,333	15,875	18,667
Occupational Therapist	1.4	18,500	22,500	26,500
Other Clinical	8.7	17,000	23,900	29,333
Without Administrative Duties				
Psychiatrist (salaried)		$61,500	$64,250	$74,900
Psychiatrist (contract)		$50.07/hr.	$53.62/hr.	$57.56/hr.
Psychologist, MA		18,611	23,167	27,667
PhD		24,500	29,833	35,214
Social Worker, BA		13,893	16,857	20,091
MSW		18,281	22,786	26,850
DSW		21,500	25,500	29,500
Nurse, LPN		13,722	15,625	17,833
RN		17,313	20,438	24,417
BA		17,000	20,500	24,400
MA		18,400	22,667	27,333
Mental Health Technician		11,267	13,875	16,222
Occupational Therapist		16,167	20,417	24,500
Other Clinical		14,318	19,375	24,929

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 33. Administrative Staff Compensation — Region V

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.2%	$39,750	$46,594	$52,250
Asst. Executive Director/ Clinical Director	4.6%	29,000	35,900	42,000
Medical Director	50.5%	79,667	81,727	85,250
Dept. Head: Consultation/ Education/Prevention	0.9%	21,167	26,500	30,167
Development	1.7%	20,500	26,750	32,500
Employee Assistance Program	6.0%	22,500	26,000	31,667
Finance	0.1%	24,100	29,250	34,500
Information Services (MIS)	0.7%	20,250	24,000	27,667
Personnel	0.0%	19,750	22,875	27,500
Public Information	0.8%	17,333	22,000	26,000
Quality Assurance	0.8%	21,000	28,375	31,750
Research/Evaluation	1.4%	20,250	25,000	28,500

Table 34. Clinical Staff Compensation by Discipline — Region VI

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.7	$62,000	$70,853	$72,375
Psychiatrist (contract)	—	**	$65.00/hr.	**
Psychologist, MA	6.1	22,333	25,563	30,333
PhD	2.2	32,000	34,750	37,500
Social Worker, BA	9.1	14,133	19,350	20,833
MSW	9.6	22,500	26,000	30,500
DSW	0.0	25,500	28,000	30,500
Nurse, LPN	3.0	14,750	16,375	18,250
RN	3.6	20,500	23,157	26,500
BA	0.7	22,667	23,417	24,750
MA	0.3	22,500	32,584	34,500
Mental Health Technician	18.0	11,750	12,083	15,500
Occupational Therapist	0.6	16,625	19,000	20,500
Other Clinical	11.3	17,833	20,000	24,833
Without Administrative Duties				
Psychiatrist (salaried)		$67,000	$71,209	$72,500
Psychiatrist (contract)		$50.00/hr.	$60.31/hr.	$65.50/hr.
Psychologist, MA		18,750	20,750	25,167
PhD		25,750	28,913	34,167
Social Worker, BA		14,333	15,500	18,875
MSW		17,750	21,000	24,375
DSW		22,500	25,500	27,000
Nurse, LPN		13,750	16,032	18,167
RN		18,250	21,677	23,375
BA		20,500	22,500	23,500
MA		20,500	24,667	26,000
Mental Health Technician		11,611	13,500	15,333
Occupational Therapist		18,000	18,450	23,750
Other Clinical		14,667	17,167	20,500

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 35. Administrative Staff Compensation — Region VI

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	0.8%	$45,000	$50,000	$51,167
Asst. Executive Director/ Clinical Director	50.5%	33,000	36,250	37,500
Medical Director	76.0%	70,000	71,875	73,750
Dept. Head: Consultation/ Education/Prevention	9.4%	22,500	26,611	28,000
Development	8.1%	26,000	30,500	32,500
Employee Assistance Program	0.0%	**	**	**
Finance	0.3%	26,500	31,750	35,100
Information Services (MIS)	0.0%	22,500	23,250	26,000
Personnel	0.5%	21,500	22,250	24,500
Public Information	9.0%	18,500	18,750	23,500
Quality Assurance	5.0%	25,750	26,500	28,500
Research/Evaluation	3.2%	24,250	26,000	26,500

**Insufficient data.

Table 36. Clinical Staff Compensation by Discipline — Region VII

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.6	$67,000	$78,611	$90,000
Psychiatrist (contract)	—	**	**	**
Psychologist, MA	4.1	20,500	24,750	29,500
PhD	1.8	27,000	30,500	39,625
Social Worker, BA	2.3	15,000	18,500	22,000
MSW	7.0	22,667	25,500	30,500
DSW	0.0	28,000	32,000	36,000
Nurse, LPN	1.2	**	**	**
RN	4.6	20,500	23,750	29,500
BA	0.6	19,000	23,000	27,000
MA	0.3	24,000	29,000	34,000
Mental Health Technician	3.1	13,000	16,000	18,000
Occupational Therapist	0.6	18,500	21,750	25,000
Other Clinical	2.5	16,000	19,000	22,000
Without Administrative Duties				
Psychiatrist (salaried)		$60,500	$70,889	$79,667
Psychiatrist (contract)		$44.00/hr.	$63.73/hr.	$64.91/hr.
Psychologist, MA		18,667	23,375	28,500
PhD		25,500	29,750	35,167
Social Worker, BA		14,667	16,625	20,000
MSW		18,333	22,500	27,250
DSW		23,000	28,000	32,000
Nurse, LPN		12,500	12,750	15,000
RN		18,000	21,250	24,500
BA		17,833	21,250	24,500
MA		20,750	24,930	28,250
Mental Health Technician		12,000	13,750	17,500
Occupational Therapist		16,000	21,000	26,000
Other Clinical		16,500	19,350	20,500

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 37. Administrative Staff Compensation — Region VII

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	9.8%	$33,333	$39,875	$46,500
Asst. Executive Director/ Clinical Director	4.2%	29,750	34,000	40,000
Medical Director	63.5%	70,500	80,000	89,750
Dept. Head: Consultation/ Education/Prevention	2.0%	20,000	24,500	29,000
Development	0.0%	22,000	27,375	32,000
Employee Assistance Program	0.0%	23,000	29,250	35,500
Finance	0.0%	24,000	26,500	30,000
Information Services (MIS)	0.0%	24,000	27,500	31,000
Personnel	0.0%	24,500	27,000	28,500
Public Information	0.0%	22,000	26,500	31,000
Quality Assurance	65.0%	30,500	34,500	38,500
Research/Evaluation	0.0%	22,000	26,000	32,000

Table 38. Clinical Staff Compensation by Discipline — Region VIII

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.4	$54,750	$65,500	$72,500
Psychiatrist (contract)	—	**	$50.50/hr.	**
Psychologist, MA	3.9	24,000	28,375	34,000
PhD	2.7	28,000	29,250	39,500
Social Worker, BA	1.3	16,000	20,200	22,750
MSW	9.9	22,000	26,000	32,333
DSW	0.0	28,250	37,500	45,500
Nurse, LPN	0.4	**	**	**
RN	0.8	17,000	21,500	27,000
BA	1.7	16,000	19,000	22,000
MA	0.8	21,833	27,750	35,000
Mental Health Technician	9.4	14,250	17,375	20,750
Occupational Therapist	0.2	**	**	**
Other Clinical	6.1	17,000	26,000	36,000
Without Administrative Duties				
Psychiatrist (salaried)		$50,000	$62,000	$71,500
Psychiatrist (contract)		$46.67/hr.	$63.50/hr.	$63.79/hr.
Psychologist, MA		19,625	23,125	29,000
PhD		24,750	29,000	36,250
Social Worker, BA		14,000	17,500	20,000
MSW		19,500	23,083	29,000
DSW		21,000	26,000	30,000
Nurse, LPN		13,000	16,500	20,000
RN		16,500	18,750	21,500
BA		17,250	21,000	24,000
MA		20,000	25,777	29,750
Mental Health Technician		11,167	13,750	17,000
Occupational Therapist		20,000	23,500	27,000
Other Clinical		15,750	19,500	24,750

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 39. Administrative Staff Compensation — Region VIII

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	5.0%	$40,167	$45,000	$50,000
Asst. Executive Director/ Clinical Director	21.0%	30,000	37,500	44,667
Medical Director	70.0%	56,250	71,000	83,000
Dept. Head: Consultation/ Education/Prevention	37.5%	21,000	28,000	35,000
Development	0.0%	25,000	33,000	40,000
Employee Assistance Program	0.0%	32,000	39,000	46,000
Finance	0.0%	25,250	29,125	32,000
Information Services (MIS)	0.0%	21,500	26,500	39,500
Personnel	0.0%	19,000	20,833	24,000
Public Information	1.7%	23,000	28,500	34,000
Quality Assurance	18.0%	20,000	24,000	29,000
Research/Evaluation	0.0%	27,000	34,000	41,000

Table 40. Clinical Staff Compensation by Discipline — Region IX

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$54,500	$58,500	$62,500
Psychiatrist (contract)	—	**	**	**
Psychologist, MA	4.6	22,500	29,000	33,000
PhD	7.0	27,000	29,500	45,000
Social Worker, BA	5.1	21,000	22,250	23,500
MSW	3.0	23,500	28,750	34,167
DSW	0.0	**	**	**
Nurse, LPN	0.4	16,000	19,000	21,000
RN	5.5	25,000	31,000	36,000
BA	0.1	24,000	25,000	26,000
MA	0.1	**	**	**
Mental Health Technician	7.4	13,000	14,000	15,000
Occupational Therapist	0.6	23,000	28,000	33,000
Other Clinical	6.2	14,000	27,500	41,000
Without Administrative Duties				
Psychiatrist (salaried)		$53,000	$61,000	$69,000
Psychiatrist (contract)		**	$55.33/hr.	**
Psychologist, MA		18,000	22,625	25,000
PhD		32,000	35,000	41,000
Social Worker, BA		14,000	17,000	20,000
MSW		19,250	24,000	27,333
DSW		**	**	**
Nurse, LPN		14,500	15,250	17,500
RN		19,000	26,000	27,000
BA		22,000	23,000	24,000
MA		19,000	23,750	28,500
Mental Health Technician		11,500	14,000	15,500
Occupational Therapist		18,000	23,000	26,000
Other Clinical		15,500	17,000	22,000

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 41. Administrative Staff Compensation — Region IX

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	12.0%	$37,000	$45,875	$50,000
Asst. Executive Director/ Clinical Director	42.5%	24,500	26,750	35,000
Medical Director	75.0%	68,000	69,000	72,500
Dept. Head: Consultation/ Education/Prevention	50.0%	31,000	34,500	40,000
Development	0.0%	**	**	**
Employee Assistance Program	**	**	**	**
Finance	1.0%	25,750	28,333	31,333
Information Services (MIS)	0.0%	**	**	**
Personnel	0.0%	22,500	28,000	32,500
Public Information	0.0%	26,000	28,250	30,500
Quality Assurance	**	**	**	**
Research/Evaluation	0.0%	23,000	26,750	30,500

**Insufficient data.

Table 42. Clinical Staff Compensation by Discipline — Region X

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.4	**	$71,500	**
Psychiatrist (contract)	—	**	$55.00/hr.	**
Psychologist, MA	3.7	22,500	25,000	29,500
PhD	1.7	30,000	33,909	37,000
Social Worker, BA	7.1	**	**	**
MSW	5.3	21,500	26,813	31,500
DSW	0.0	**	**	**
Nurse, LPN	1.2	**	20,000	**
RN	1.6	23,000	24,000	25,000
BA	0.3	22,000	24,750	27,500
MA	0.5	**	29,000	**
Mental Health Technician	2.6	24,000	28,000	31,000
Occupational Therapist	0.4	31,000	36,000	40,000
Other Clinical	3.7	20,000	21,000	24,000
Without Administrative Duties				
Psychiatrist (salaried)		**	72,000	**
Psychiatrist (contract)		$42.00/hr.	$54.64/hr.	$54.73/hr.
Psychologist, MA		20,000	21,714	25,000
PhD		29,500	30,458	32,500
Social Worker, BA		15,500	18,400	19,500
MSW		18,375	22,691	23,750
DSW		**	**	**
Nurse, LPN		15,000	19,800	20,500
RN		18,500	22,000	23,500
BA		19,000	22,000	23,500
MA		21,000	24,000	27,500
Mental Health Technician		13,667	16,000	17,750
Occupational Therapist		15,500	18,000	22,000
Other Clinical		16,000	19,750	23,500

*Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data.

Table 43. Administrative Staff Compensation — Region X

Position	Median % Time in Clinical Duties	Low	Average	High
Executive Director	5.5%	$38,000	$38,125	$41,667
Asst. Executive Director/ Clinical Director	25.0%	22,500	23,750	24,000
Medical Director	94.0%	73,500	76,000	75,000
Dept. Head: Consultation/ Education/Prevention	0.0%	23,000	29,000	34,000
Development	0.0%	23,000	29,000	34,000
Employee Assistance Program	0.0%	**	**	**
Finance	0.3%	21,500	25,125	25,500
Information Services (MIS)	5.7%	20,000	24,875	29,250
Personnel	0.0%	18,250	22,500	27,000
Public Information	0.0%	25,000	28,500	29,000
Quality Assurance	0.0%	26,500	28,500	34,000
Research/Evaluation	0.0%	**	**	**

**Insufficient data.

Table 44. Salary Budget Allocated to Staffing Categories by Region

Region	Average Percentage of Agencies' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Support	Administrative
I	70%	16%	13%
II	72%	12%	16%
III	73%	14%	13%
IV	70%	12%	18%
V	69%	15%	16%
VI	72%	13%	15%
VII	68%	15%	17%
VIII	71%	14%	15%
IX	75%	14%	11%
X	69%	15%	16%
National Average	71%	14%	15%

Table 45. Overview of Administrative Staffing by Region

Position	Percentage of Agencies Reporting Existing Full-time Administrative Positions										
	I	II	III	IV	V	VI	VII	VIII	IX	X	National Average
Executive Director	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Asst. Executive Director or Clinical Director	54%	61%	38%	67%	62%	44%	41%	42%	63%	21%	53%
Medical Director	40%	78%	76%	78%	80%	68%	67%	71%	63%	42%	72%
Dept. Head: Consultation Education/Prevention	79%	34%	54%	45%	38%	24%	33%	33%	31%	5%	36%
Development	15%	8%	22%	20%	13%	12%	11%	5%	6%	5%	12%
Employee Assistance Program	15%	13%	8%	27%	13%	2%	15%	5%	0	0	11%
Finance	79%	43%	65%	86%	66%	73%	48%	81%	44%	42%	67%
Information Services (MIS)	50%	17%	22%	33%	31%	32%	11%	29%	6%	37%	28%
Personnel	50%	30%	43%	61%	34%	34%	22%	24%	13%	26%	36%
Public Information	15%	8%	19%	20%	14%	24%	7%	14%	13%	16%	15%
Quality Assurance	10%	21%	14%	27%	16%	32%	7%	24%	0	16%	18%
Research/Evaluation	3%	26%	16%	16%	19%	12%	11%	5%	13%	0	14%

Table 46. Average Agency Staffing Configuration by Region

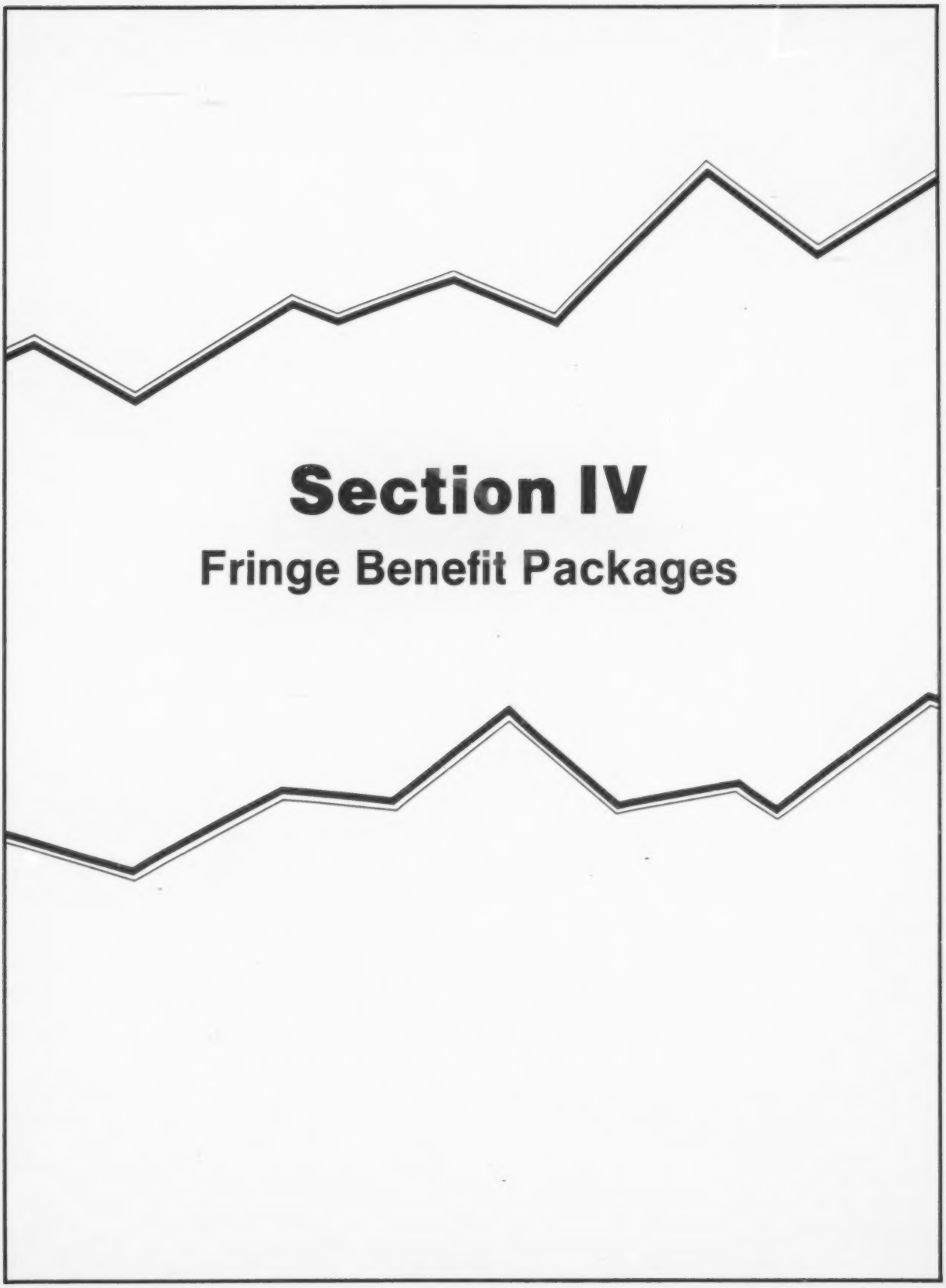
Region	Median Number of Staff Classified as:											
	Clinical			Support			Administrative			All Staff		
	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant
I	43.0	9.0	1.4	9.4	1.0	0.2	17.5	2.3	0.3	75.3	12.3	2.7
II	43.5	7.0	1.5	5.0	0.5	0.1	10.8	1.9	0.1	77.0	10.0	1.3
III	43.0	5.3	2.3	5.0	0.4	0.1	10.5	1.8	0.4	58.5	8.0	3.0
IV	49.5	9.5	3.3	5.9	0.8	0.2	24.0	4.7	0.4	78.5	16.0	4.8
V	38.5	6.3	1.8	5.2	0.4	0.1	15.5	2.3	0.3	59.0	10.0	1.9
VI	30.5	4.0	1.3	4.9	0.3	0.1	15.3	2.8	0.2	53.2	6.5	1.3
VII	19.0	2.5	0.5	3.0	0.2	0.0	9.7	1.3	0.1	29.0	4.8	0.5
VIII	21.8	3.2	1.3	3.3	0.2	0.0	10.3	2.8	0.1	34.5	7.0	1.3
IX	17.0	3.3	0.6	3.5	0.5	0.1	7.5	2.0	0.3	24.2	11.0	1.0
X	14.0	2.5	0.4	2.0	0.1	0.0	5.3	1.4	0.1	22.0	4.0	0.3
National Average	36.1	5.5	1.6	5.0	0.4	0.1	14.2	2.3	0.2	57.3	9.4	1.8

*New hires during past year.

Table 47. Position Vacancy and Turnover Rates by Region

Region	Vacant Positions*	Annual Turnover Rate*
I	5.8%	22.7%
II	4.1%	17.3%
III	8.8%	19.4%
IV	8.9%	21.1%
V	6.8%	21.0%
VI	6.9%	16.5%
VII	5.4%	18.7%
VIII	5.2%	19.9%
IX	8.0%	23.6%
X	2.9%	18.1%
National Average	6.7%	19.9%

*See definition in Introduction, page 3.



Section IV

Fringe Benefit Packages

Table 48. Average Percentage of Agency Salary Budget Allocated for Fringe Benefits by Region

Region	Percentage of Salary Budget Allocated for Fringe Benefits
I	18.5%
II	19.3%
III	19.9%
IV	17.1%
V	19.1%
VI	17.9%
VII	15.3%
VIII	17.4%
IX	17.5%
X	17.3%
National Average	18.25%

Table 49. Average Percentage of Agency Salary Budget Allocated for Fringe Benefits by Service Area Type

Center Type	Percentage of Salary Budget Allocated for Fringe Benefits
Urban	18.4%
Suburban	17.3%
Rural	18.1%
Mixed	17.8%

Table 50. Average Percentage of Agencies Offering Specific Fringe Benefits by Region

Region	Health Insurance	Dental Insurance	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
I	100%	67%	93%	75%	85%	25%	39%	75%
II	100%	87%	91%	74%	87%	64%	41%	86%
III	100%	49%	95%	70%	89%	36%	42%	81%
IV	100%	63%	94%	55%	86%	38%	96%	72%
V	99%	62%	97%	75%	80%	39%	22%	86%
VI	100%	63%	85%	60%	81%	33%	31%	72%
VII	100%	52%	82%	56%	85%	33%	26%	89%
VIII	100%	67%	86%	72%	91%	24%	33%	81%
IX	100%	88%	88%	81%	88%	31%	38%	88%
X	100%	74%	79%	53%	79%	26%	32%	100%
National Average	100%	64%	91%	67%	84%	36%	34%	82%

Table 51. Average Percentage of Agencies Offering Specific Fringe Benefits by Service Area Type

	Health Insurance	Dental Insurance	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
Urban	100%	71%	95%	79%	44%	81%	34%	78%
Suburban	100%	62%	95%	79%	83%	33%	33%	81%
Rural	100%	56%	90%	60%	86%	26%	30%	85%
Mixed	100%	71%	88%	70%	86%	45%	38%	78%
National Average	100%	64%	91%	67%	84%	36%	34%	82%

Table 52. Average Employer/Employee Share of Fringe Benefits by Region*

Region	Health Insurance Individual		Health Insurance Family		Dental Insurance Individual		Dental Insurance Family		Life Insurance		Disability Insurance		Retirement Plan		Tuition Reimbursement		Professional Memberships		Continuing Education	
	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share
I	99%	1%	51%	49%	73%	27%	52%	48%	89%	11%	85%	15%	40%	60%	43%	57%	59%	41%	45%	55%
II	99%	1%	50%	50%	90%	10%	46%	54%	85%	15%	87%	13%	61%	39%	54%	46%	56%	44%	49%	51%
III	100%	0%	50%	50%	66%	34%	50%	50%	82%	18%	89%	11%	69%	31%	35%	65%	60%	40%	71%	29%
IV	100%	0%	27%	73%	67%	33%	28%	72%	83%	17%	90%	10%	30%	70%	39%	61%	55%	45%	66%	34%
V	94%	6%	55%	45%	79%	21%	45%	55%	88%	12%	90%	10%	56%	44%	55%	45%	50%	50%	61%	39%
VI	92%	8%	23%	77%	79%	21%	17%	83%	91%	9%	96%	4%	52%	48%	62%	38%	46%	54%	55%	45%
VII	92%	8%	42%	58%	74%	26%	34%	66%	91%	9%	87%	13%	58%	42%	56%	44%	64%	36%	51%	49%
VIII	100%	0%	50%	50%	92%	8%	52%	48%	69%	31%	73%	28%	54%	46%	45%	55%	57%	43%	68%	32%
IX	100%	0%	18%	82%	69%	31%	19%	81%	84%	16%	77%	23%	47%	53%	80%	20%	25%	75%	57%	43%
X	96%	4%	23%	77%	97%	3%	24%	76%	98%	2%	90%	10%	55%	45%	40%	60%	50%	50%	100%	0%
National Average	100%	0%	40%	60%	78%	22%	38%	62%	87%	13%	88%	12%	52%	48%	53%	47%	52%	48%	58%	42%

*All percentages were computed only from agencies reporting providing that benefit. Agencies that did not provide a particular benefit were excluded from calculations.

Table 53. Average Employer/Employee Share of Fringe Benefits by Service Area Type*

Service Area Type	Health Insurance Individual		Health Insurance Family		Dental Insurance Individual		Dental Insurance Family		Life Insurance		Disability Insurance		Retirement Plan		Tuition Reimbursement		Professional Memberships		Continuing Education	
	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share	Employer Share	Employee Share
Urban	93%	7%	47%	53%	77%	23%	20%	80%	87%	13%	91%	9%	57%	43%	52%	48%	55%	45%	62%	38%
Suburban	97%	3%	38%	62%	72%	28%	34%	66%	96%	4%	92%	8%	55%	45%	52%	48%	54%	46%	54%	46%
Rural	94%	6%	40%	60%	81%	19%	37%	63%	87%	13%	83%	17%	51%	49%	66%	34%	51%	49%	57%	43%
Mixed	96%	4%	32%	68%	79%	21%	19%	81%	83%	17%	89%	11%	46%	54%	45%	55%	58%	42%	61%	39%
National Average	100%	0%	40%	60%	78%	22%	38%	62%	87%	13%	88%	12%	52%	48%	53%	47%	52%	48%	58%	42%

*All percentages were computed only from agencies reporting providing that benefit. Agencies that did not provide a particular benefit were excluded from calculations.

Table 54. Agencies Offering Private Practice Option by Region

Region	Yes	No	No Response
I	61%	36%	3%
II	70%	17%	13%
III	70%	30%	0%
IV	59%	35%	6%
V	66%	30%	4%
VI	61%	34%	5%
VII	48%	52%	0%
VIII	43%	57%	0%
IX	63%	31%	6%
X	47%	53%	0%
National Average	61%	35%	4%

Table 55. Agencies Offering Private Practice Option by Service Area Type

Service Area Type	Yes	No	No Response
Urban	70%	27%	3%
Suburban	79%	14%	7%
Rural	43%	54%	3%
Mixed	71%	24%	5%
National Average	61%	35%	4%

Table 56. Average Vacation Days per Years of Employment by Region

Years of Employment	Region I		Region II		Region III		Region IV		Region V		Region VI		Region VII		Region VIII		Region IX		Region X		National Average	
	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt
1	15.4	14.7	19.9	10.5	12.3	12.2	14.8	14.5	14.7	11.6	12.0	11.7	13.5	10.4	14.8	13.5	11.5	11.0	15.3	12.4	14.7	13.1
2	16.0	15.0	20.0	11.8	13.2	13.3	15.0	14.8	15.1	13.3	14.7	12.3	14.7	11.9	14.9	14.7	12.3	12.0	16.0	13.3	15.7	14.0
3	19.7	15.8	20.1	12.0	14.7	14.7	15.2	14.9	15.3	15.0	15.0	14.7	15.1	12.3	16.0	15.1	15.1	14.9	18.0	15.0	16.6	15.1
4	19.9	18.1	20.1	14.9	14.9	15.0	15.3	15.1	17.5	15.3	15.3	14.9	15.3	14.6	16.0	15.2	15.1	14.9	19.6	15.4	17.3	15.8
5	20.1	19.8	20.1	15.3	15.3	15.5	17.8	15.4	19.8	17.2	17.8	15.3	15.4	14.9	18.5	17.8	15.4	15.2	19.8	18.0	18.5	17.1
6	20.2	20.0	20.3	17.8	15.5	17.6	18.3	16.5	20.0	19.6	18.2	16.5	19.6	15.2	19.6	18.5	19.6	17.5	19.9	18.0	19.1	18.0
7	20.2	20.0	20.3	18.0	15.5	17.6	18.3	16.5	20.1	19.7	18.2	17.3	19.7	15.3	19.8	19.6	19.7	18.2	20.0	18.3	19.3	18.2
8	20.2	20.0	20.3	19.6	17.6	17.9	18.3	16.5	20.1	19.8	18.2	17.7	19.7	15.3	19.8	19.6	19.7	18.5	20.0	19.3	19.5	18.4
9	20.2	20.1	20.3	19.6	17.6	17.9	18.3	16.5	20.2	19.8	18.2	17.8	19.7	15.3	19.8	19.6	19.7	18.5	20.1	19.8	19.6	18.5
10+	20.3	20.1	20.4	19.6	18.3	18.4	19.5	16.5	20.3	20.0	19.0	17.9	19.7	15.3	19.8	19.6	19.7	19.5	20.4	20.2	20.2	19.1

Table 57. Average Vacation Days per Years of Employment by Service Area Type

Years of Employment	Urban		Suburban		Rural		Mixed	
	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt
1	12.5	11.2	15.0	13.3	14.8	12.4	14.9	12.1
2	14.8	12.3	15.3	14.8	15.0	14.6	15.2	14.6
3	15.2	14.7	16.8	15.2	15.3	14.9	15.4	15.0
4	16.8	15.1	18.0	15.4	15.4	15.0	18.2	15.2
5	19.7	17.5	19.6	17.8	17.9	15.4	19.6	15.8
6	19.8	18.2	20.0	19.6	19.5	17.0	19.9	18.3
7	19.9	19.0	20.0	19.6	19.6	17.5	20.0	19.5
8	19.9	19.5	20.1	19.8	19.6	17.7	20.0	19.5
9	19.9	19.6	20.1	19.8	19.7	17.8	20.0	19.6
10+	20.0	19.7	20.1	20.0	19.8	18.3	20.2	19.8

Table 58. Average Paid Holidays by Region

Region	Average Number of Paid Holidays per Year
I	11.1
II	11.2
III	11.1
IV	9.9
V	9.9
VI	10.6
VII	9.1
VIII	11.1
IX	10.4
X	10.6
National Average	10.3

Table 59. Average Paid Holidays by Service Area Type

	Average Number of Paid Holidays per Year
Urban	10.7
Suburban	10.8
Rural	10.2
Mixed	10.1